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73rd Annual MORS Conference
West Point, New York - 21-23 June 2005

Working Group 22:
Analytical Support to Training

Mr. Bruce Harris

Ms. Kathi-Ann MacLeod (co-chairs)

**Army Reserve Expeditionary Forces and
Army Force Generation**

Mr. Mark Gerner

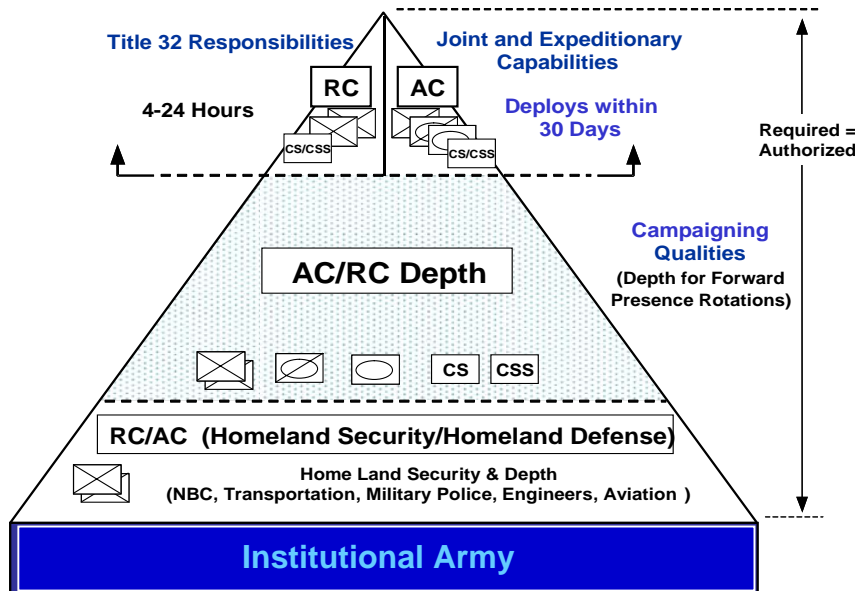
**Office of Strategy and Integration,
Office of the Chief of Army Reserve**

Agenda

- **Discuss the “Army Force Generation Model”**
 - “AREF” concept to “Army Force Generation (“ARFORGEN”)
 - Potential primary factor in force management
 - Potential basis for requirements generation (in the future)
- **Models of ARFORGEN and AREF**
- **“Expeditionary” force models**
- **What Changes?**
- **Why Focus on RC?**
 - Army Modular Force doctrine and joint capabilities
 - Synchronize the force in time cycles
 - The need for “assured access”

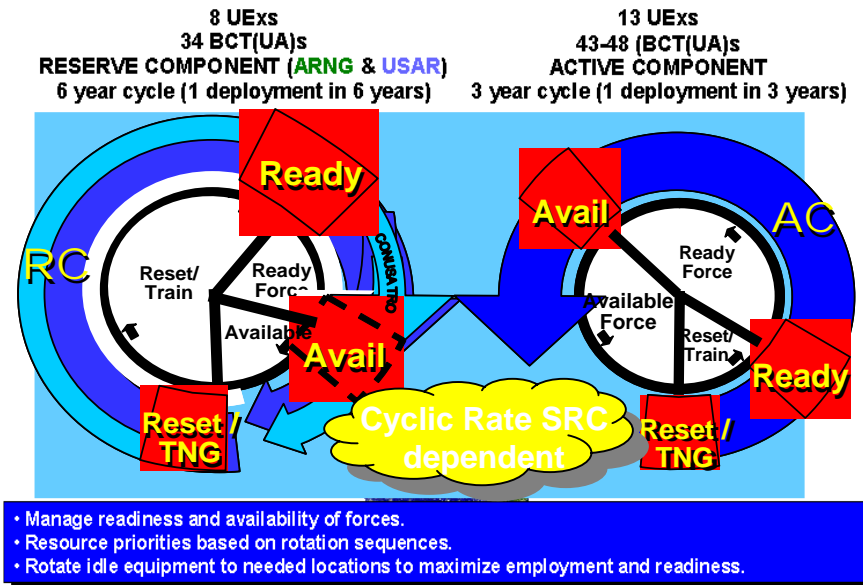
Force Structure & Power Generation

Structuring The Force



(Requirements)

Generating Ready Forces



Intent:

- Rapidly deployable, agile and expeditionary forces
- Availability of adequate AC and RC follow-on forces
- Right mix of capabilities – trained, ready, relevant

Army Force Generation (ARFORGEN):

A structured progression of increased unit readiness over time, resulting in recurring periods of availability of trained, ready, and cohesive units prepared for operational deployment in support of regional combatant commander requirements.

Event-Based versus Time-Based...Time (Predictability) is a Goal

Army Reserve Expeditionary Force & Army Force Generation

- **Combatant Commanders -- ready and relevant Army capabilities**
- **Force organized in time, by force packages, to provide predictability and capacity**
- **Strategic and operational flexibility**
- **Basis: time, capability, cyclic readiness**
- **Constraints: Mobilization authorities and time**

Assumptions

- Army ES/TOA will support planned force modular force structure – CBT/CS/CSS
- ACP priorities adjusted to match ARFORGEN
- FORSCOM will source all Army conventional force requirements ICW HQDA and JFCOM
- Army forces currently Forces For to PACOM (HI, AK, territories) will change to COCOM to JFCOM
- (Under PRC) the Army has assured, predictable access to RC forces in the Available Force Pool
- Equipment will be maneuvered between Army Components
- Both Active and Reserve Components can man units at Force Pool standards
- Exportable Training Capability (ETC) from CONUS CTC will be resourced
- Institutional processes will support ARFORGEN (OIAA)

Conceptual Framework

Force Pools based on Progressive Readiness Requirements

Reset / Train

modular units that redeploy from long term operations. begins at R-Day, usually associated with leadership transitions. R-day is recommended by FORSCOM, approved by HQDA.

Ready

modular units assessed as "Ready" at designated capability levels to conduct mission preparation - collective training with other operational headquarters. Trained, equipped, resourced and committed, if necessary, to meet operational (surge) requirements.

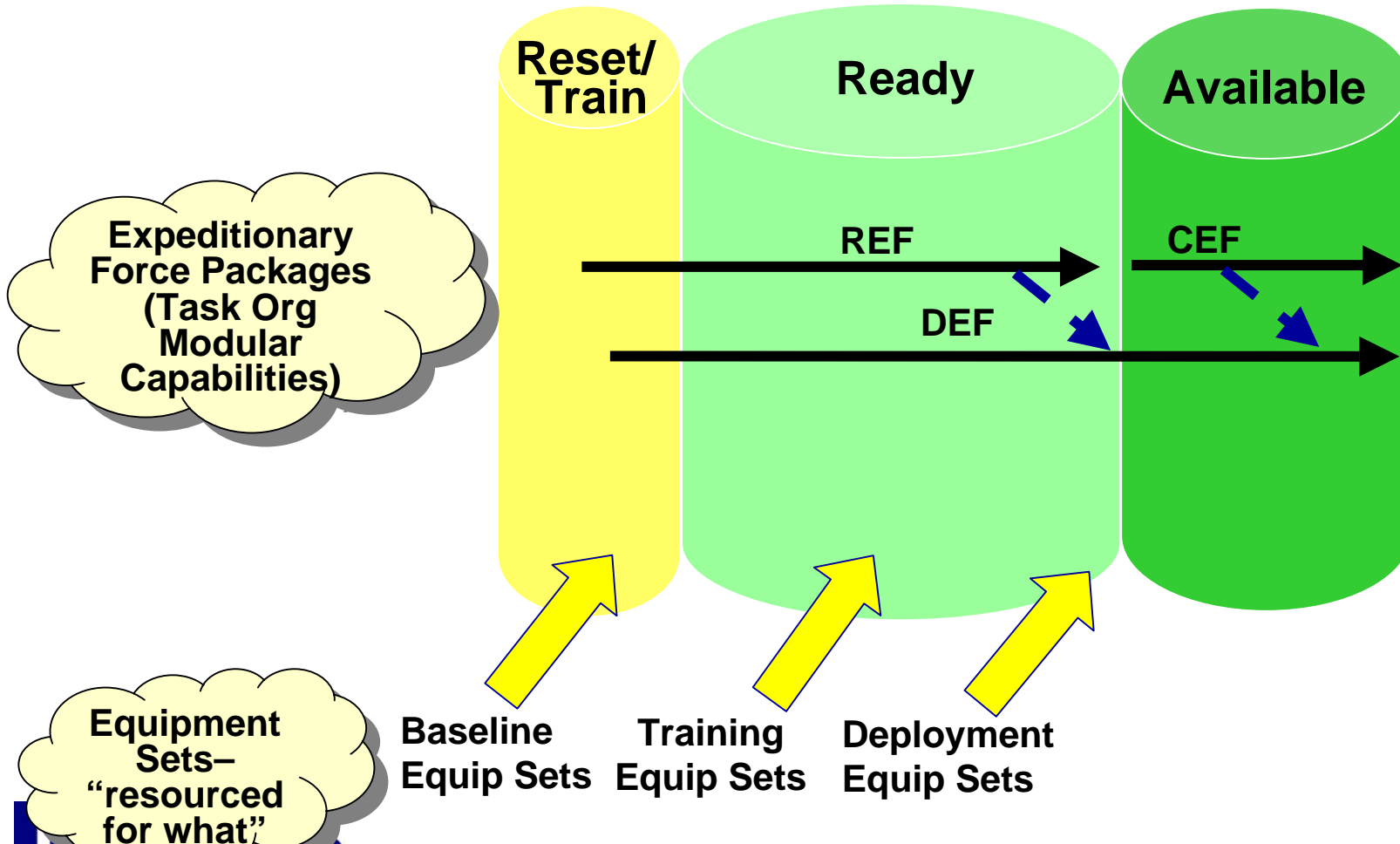
Available

modular units "Available" at designated capability levels for missions under any RCC. All units pass through available force pool time (1YEAR). AC units are available for immediate deployment - RC units to alert/mob/required post-mob training & validation..

Units transition through Force Pools based on FORSCOM assessments

Conceptual Framework (Cont'd)

Force Pools– “ready for what/resourced for what”

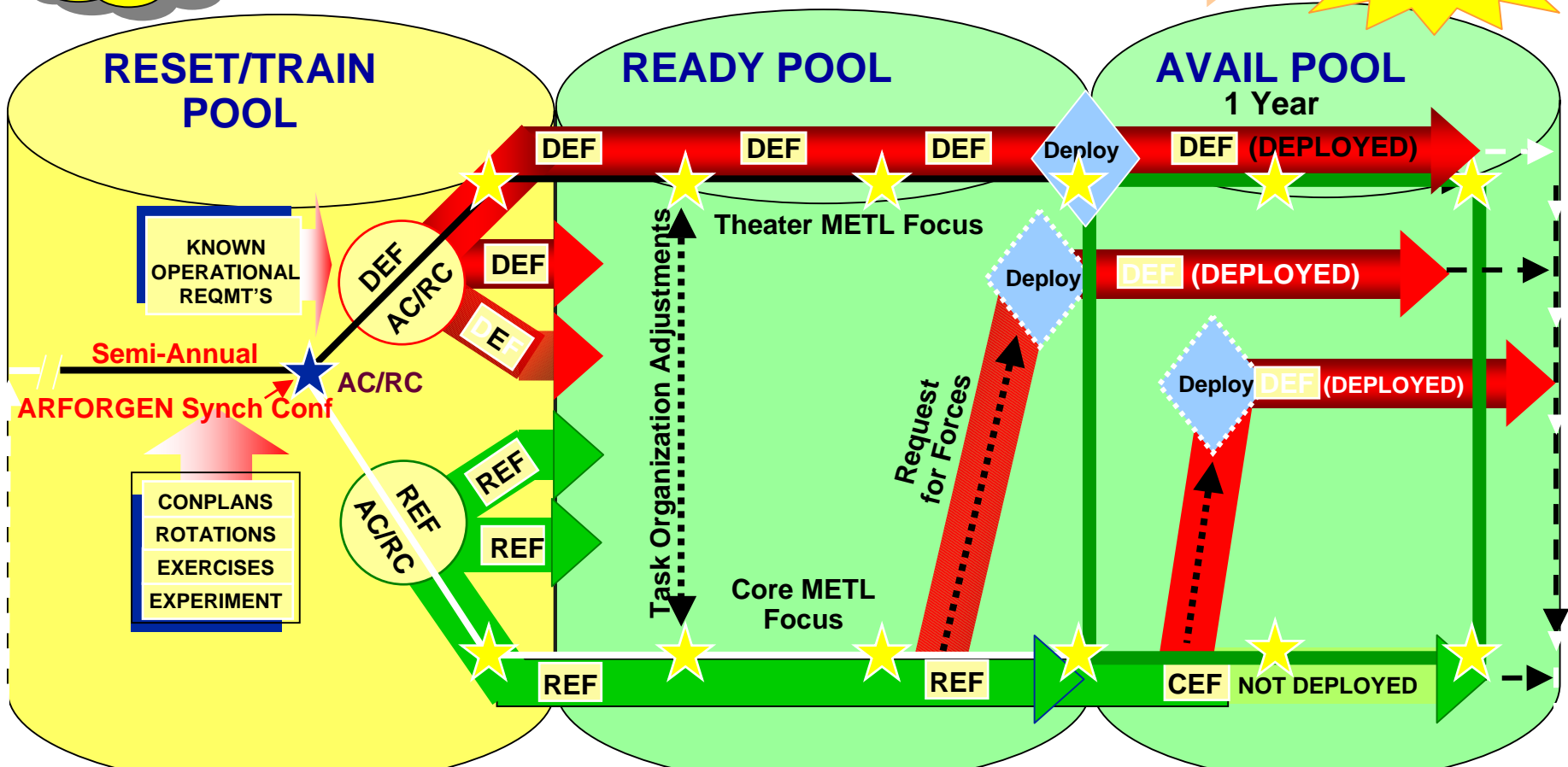


Requirements-Based Construct

1-4-2-1

ITERATIVE DECISION MAKING = BEST TASK ORG

Missioned Requirements



“CSA Corollary:” Every unit is focused against future mission(s) as early as possible in ARFORGEN process, then task organized into Expeditionary Force Packages

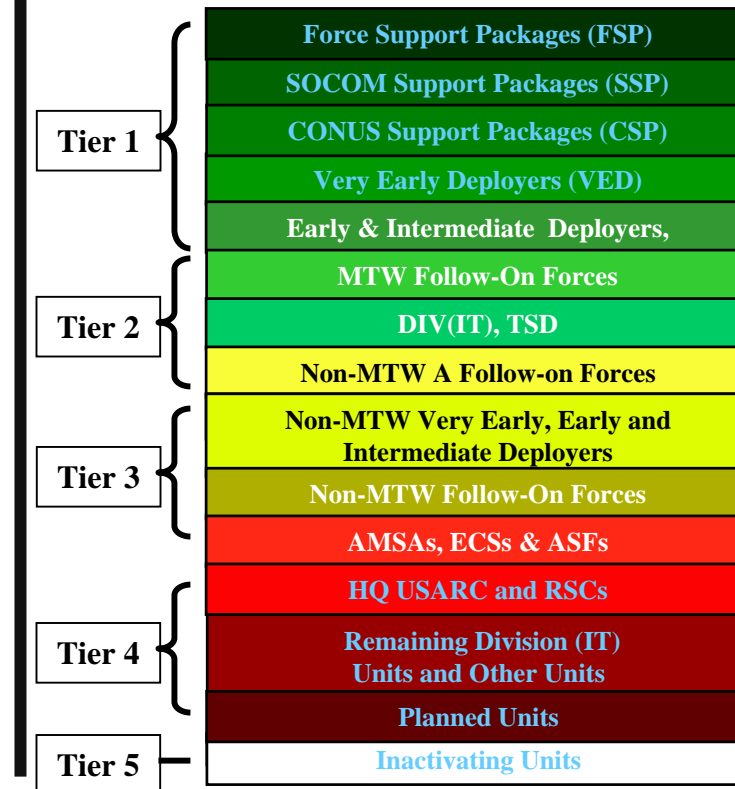
Old “Vertical Model”

Why Army Reserve Changed

Management of shortages by: command alignment, time required for MCO.

- *War Trace Alignments (JCS and DA Plans)*
- *DA Master Priority List (DAMPL) sequence aligned to War Plans Time Phased Force Deployment List (TPFDL)*
- *Authorized Levels of Organization (ALO) 1 through 10 based on end strength*
- *Personnel Priority Groupings (PPG’s)*

Priority of resources applied in a “VERTICAL STACK”

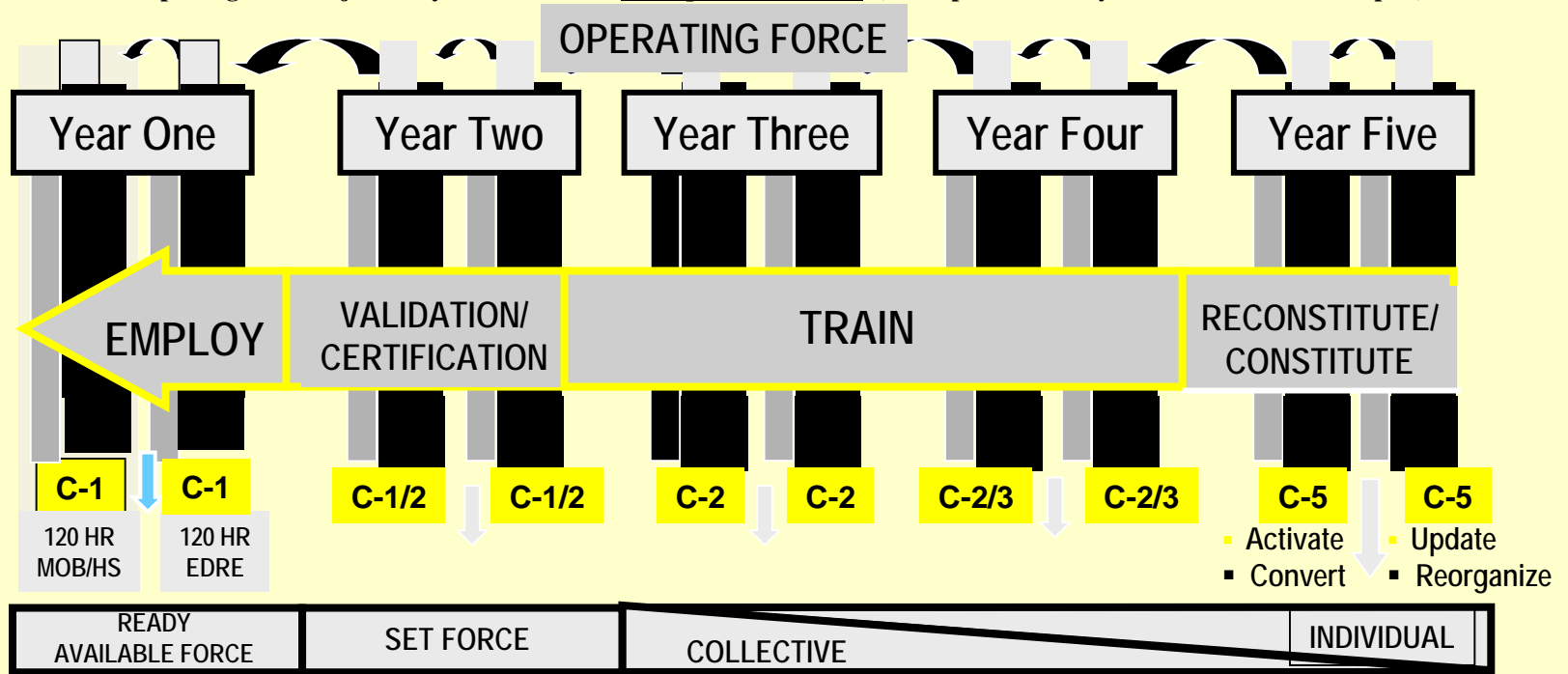


Vertical priority aligned to War Plans TPFDL

Army Expeditionary Force Packages

Resources and equipment level dictated by package

- Methods to meet surge requirements built into force management of packages
- Number of packages x mission responsibility time = cycle time.
- Mission responsibility time is directly related to training time -- cycle time minus mission time roughly equals available training time.
- Number of packages and objective cycle time related but separate decisions. (backup charts for cycle time calculation samples)



GENERATING FORCE

UNIQUE TPU: Army Reserve Elements (Joint Reserve Units), GSU, DIV (IT), TSD, other
Army Reserve C2: USARC, RRC
IA and IMA
TTHS

What Changes?

- **Army pools forces organized by capabilities**
- **Capabilities are no longer attached to echelons of command (Army Modular Force doctrine). Methods to tailor forces for joint operations**
- **Synchronizes readiness in time cycles to achieve C-1**
- **Clarifies force capability to RCC's and JTF's**

Army Modular Force – UEy

**Regionally focused
Command and Control
Headquarters**



**Dedicated set of
assigned, attached
or OPCON
regionally
focused units**

Theater
INTEL
Capability*

Theater
Sust
Capability*

Theater
Network
Capability*

Theater Civil
Affairs/CMO
Capability*

Theater
AVN
Capability*

Theater
MP
Capability*

Theater
ENCOM
Capability*

Theater
MDSC
Capability*

*Unit size/capability
tailored
to specific theater

**Representative
Menu of
available units
assigned or
attached
based on
METT-TC**

UE_x

MEDICAL

Aviation

MP

USMC

MN

AMD

Engineer

IO

ME

CHEM

Sustain

Why the focus on RC?

- **Army Modular Force doctrine**
 - UE y formations
 - Force pool managed for Regional focus, compared to the force pool managed for World Wide Focus
- **Army Campaign Plan timelines – decisions**
- **“Assured Access” through**
 - **Training**
 - Annual Training (AT) (missions, exercises, etc)
 - Inactive Duty Training (IDT)
 - **Volunteers**
 - **Mobilization**
 - “Presidential Recall Reserve Call-up”(10 U.S.C. 12304)
 - “Partial Mobilization” (10 U.S.C. 12302)
 - “Full Mobilization” (10 U.S.C. 12301)

Backup

Army Reserve Expeditionary Force: Generating Ready Forces

Employing the RC (10 AREP)

120 Hours or Forward Based
AT/ADT/ADSW

120 Hours or Forward Based
AT/ADT/ADSW

< = 90 days

< = 180 days

Theater Support (AT/ADT/ADSW)

Theater Support (AT/ADT/ADSW)

Theater Support (AT/ADT/ADSW)

Theater Support (AT/ADT/ADSW)

Reconstitution

Reconstitution

Generating Force and Institutional Army

NEW FADs A-J
Stationary

Total
Surge
For
Combat
Short of
Full or
Total Mob
(4/10 Force)

Total
RC
For
Theater
Support
()

Total
RC
(2/10)

A

B

C

D

E

F

G

H

I

J

Packages 1-10
Cycle through FADs

8

9

10

1

2

3

4

5

6

7

Employing the AC (5 AEP)

120 Hours or Forward
Based

120 Hours or Forward Based

< = 90 days

< = 180 days

Reconstitution

Total
Surge
For
Combat
(4/5 Force)

Total
AC
()

* All Packages, minus reconstitution, are
engaged in appropriate training unless employed

* AC packages can be managed separate only if
force mix is correct and set AC/RC package
synchronization is not desired.

Generating Force and Institutional Army

Homeland Security treated as a theater of operations.

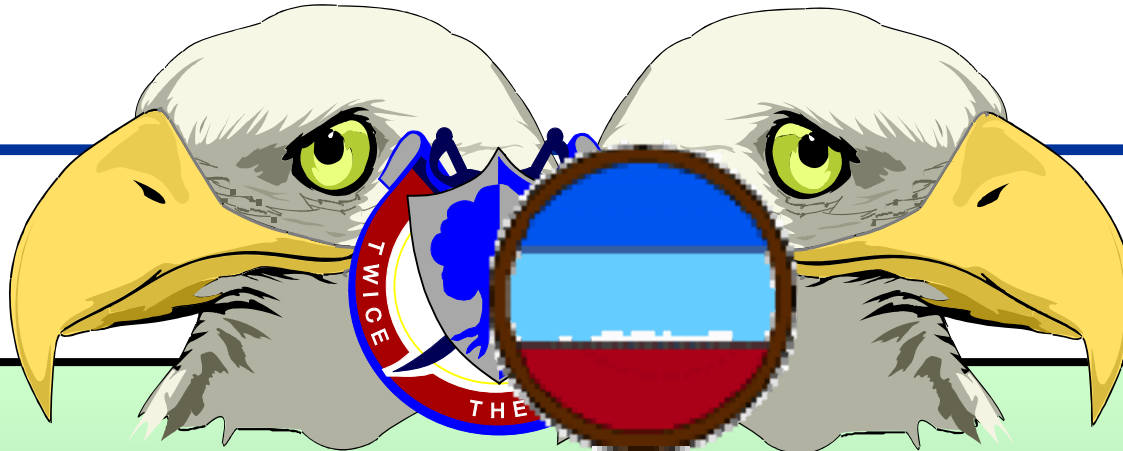
The difference is theater support defined as quick reaction force until
relieved by ready force.

Homeland Security treated as a theater of operations.

The difference is theater support defined as quick reaction force
until relieved by ready force.

Army Reserve Expeditionary Force:
Total Army Employment Sequence/Decision Points (Does not include USMC combat under Joint)

<u>MOB Levels</u>	<u>Sequence</u>	<u>BCT (AC/NG)</u>	<u>Code</u>	<u>Decision Point</u>
TOTAL	Surge 5: 5/5 AC 10/10 RC	79 (45/34)	Title 10 U.S.C. 12301	<u><i>Decision Point 4</i></u>
FULL	Surge 4: 4/5 AC 8/10 RC	60 (36/27.2)	Title 10 U.S.C. 12301	<u><i>Decision Point 3</i></u>
PARTIAL	Surge 3: 4/5 AC 4/10 RC	48 (36/13.6)	Title 10 U.S.C. 12302/01	<u><i>Decision Point 2</i></u>
	Surge 2: 3/5 AC 3/10 RC	36 (27/10.2)	Title 10 U.S.C. 12302/01	
	Surge 1: 2/5 AC 2/10 RC	24 (18/6.8)	Title 10 U.S.C. 12302/01	
PRC	Steady: 1/5 AC 1/10 RC	12 (9/3.4)	Title 10 U.S.C. 12301	<u><i>Decision Point 1</i></u>



Army Reserve Expeditionary Force *Rotational Mechanics*

The AREF transitions the Army Reserve to a force that provides stability to our soldiers and a flexible and ready force to meet multiple simultaneous contingencies under the 4-2-1 National Defense Strategy.

- **Basic Parameters (parts necessary for any rotational model)**
- **How the parameters fit together**
- **Battle Handoff**
- **Definition of Own Battle Position (OBP)**
- **Definition of Boots on the Ground (BOG) which equals “Total”
BOG**

Army Reserve Expeditionary Force: Design Process

The parameters (in red) of any expeditionary model



ARMY RESERVE Expeditionary Package Calculators

TRAINING SOLDIERS AND GROWING LEADERS

• [Supporting Reports Menu](#)

Reception, Staging, Onward Movement & Integration (RSOI): Begins during Deploy from HS and ends Prior to RIPTOA.

Latest Arrival Date (LAD).

Relief in Place - Transfer of Authority (RIP TOA).

Number of AREPs : 10 Days Months

Enter OBP Required : 180 Days Months

BOG Days : 187 Days Months

Mob Days : 233 Days Months

Enter Starting OBP Date : 01-Sep-05 Date

Enter Deploy from HS : 10 Days Months

PostMob Training : 0 Days Months

Enter in Theater Overlap : 7 Days Months

Enter ReDeploy to HS : 10 Days Months

Enter Outprocessing HS : 7 Days Months

Leave at HS : 19 Days Months

Required Load Date (RLD) : Date

Auto Calculate OBP for: 5 Years 6 Years

Use a Surge? Yes No

Number of Rotations to Surge : 2 Days Months

Surge Starting AREP : 1 Days Months

Reduce 3rd AREP Certification by % : %

Reduce 4th AREP Val. & Cert. by % : %

2nd AREP Delay : 0 Days Months

Single AREP Surge BOG Length : Days Months

Num of Rotations to deploy: 2 Days Months

Print Variables

Preview Phase Detail Schedule Report

Preview Deployment Report

Preview Phase Schedule Report

Preview SRC Analysis Report

Quit

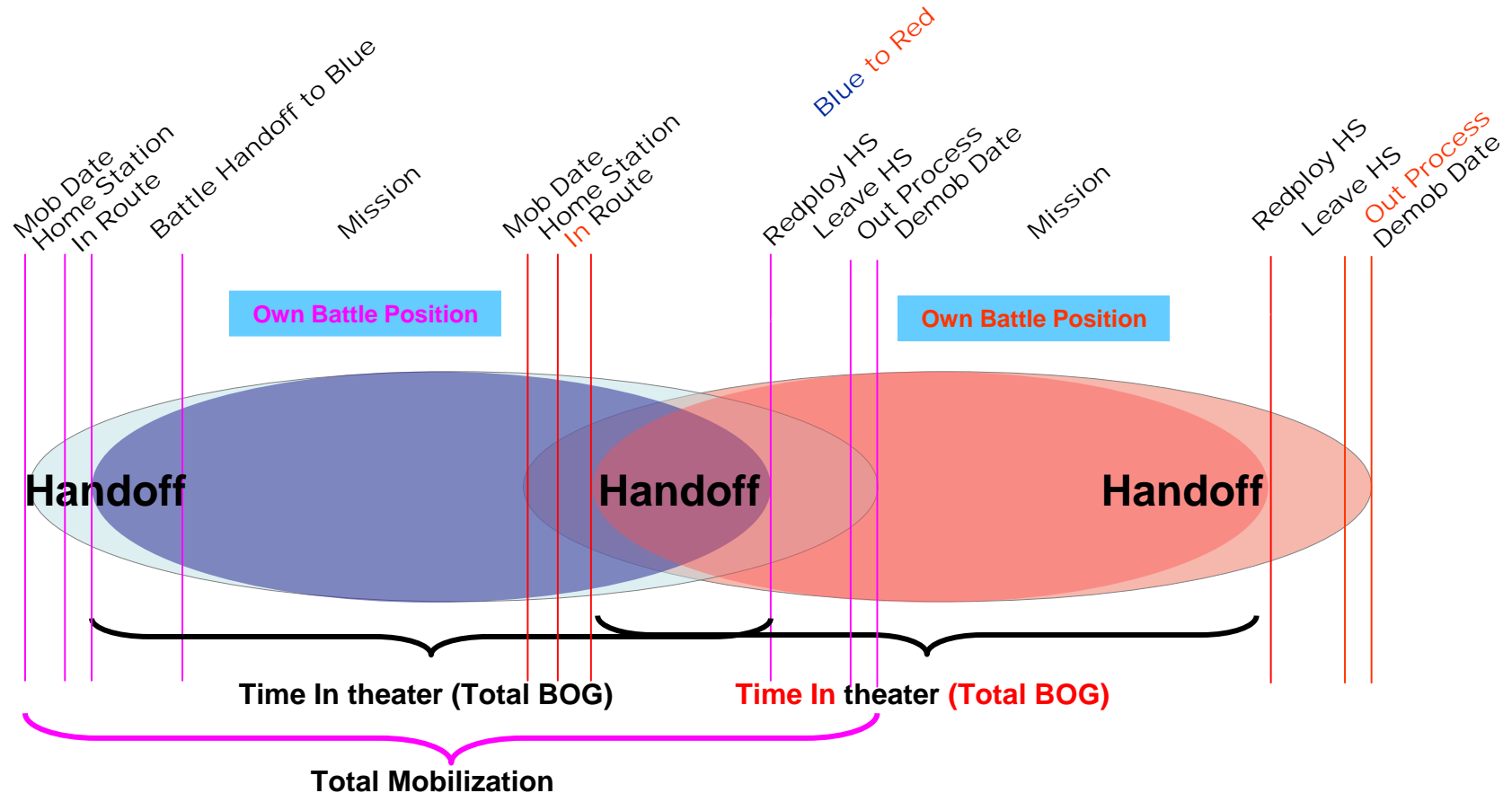
Timing Interval :

	Cycle Time	Dwell Time
Active Army	2 years, 6 months	2 years
Army Reserve	5 years	4 years, 4 months

Version : 2.0

Army Reserve Expeditionary Force: Design Process

How it Works: 2 AREP

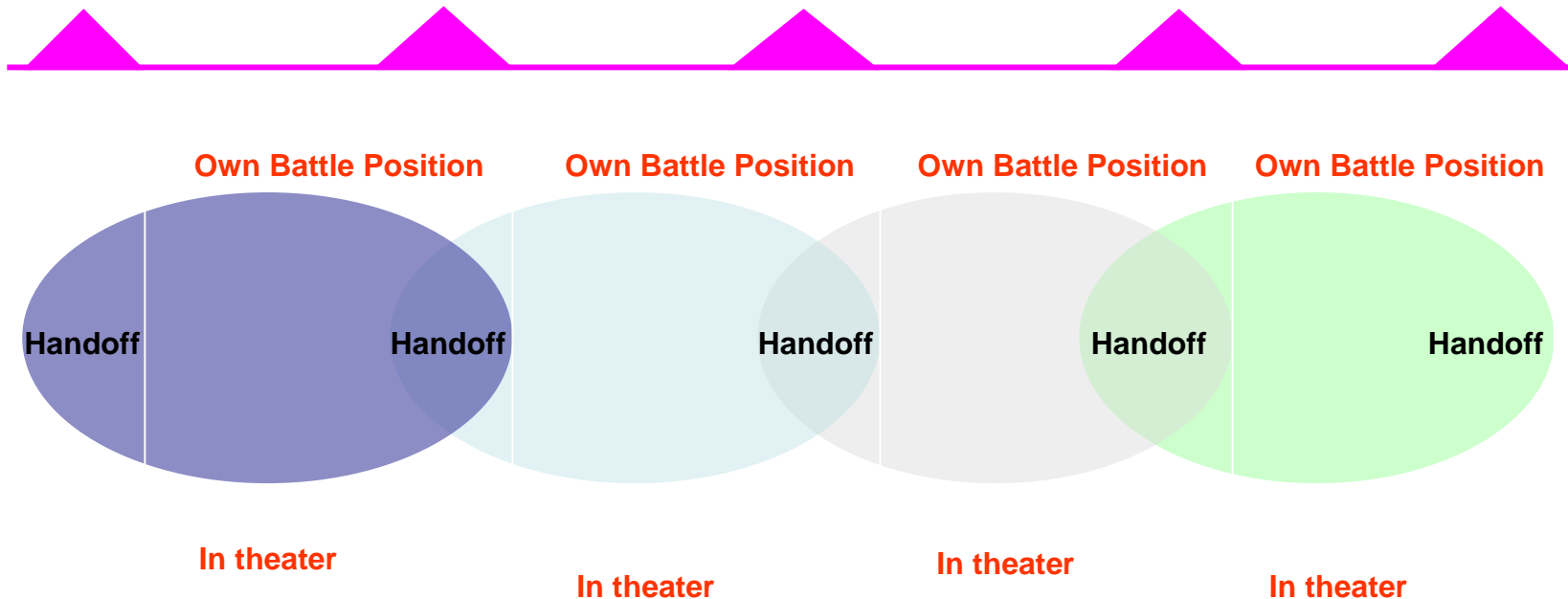


Bottom line:

To the Army time in theater (lifecycle baseline), To the soldier time mobilized (away from home).

$\frac{1}{2}$ Overlap time is subtracted from total BOG to derive BOG that the unit owns the battle position.

Army Reserve Expeditionary Force: Design Process Battle Handoff versus Heal to Toe



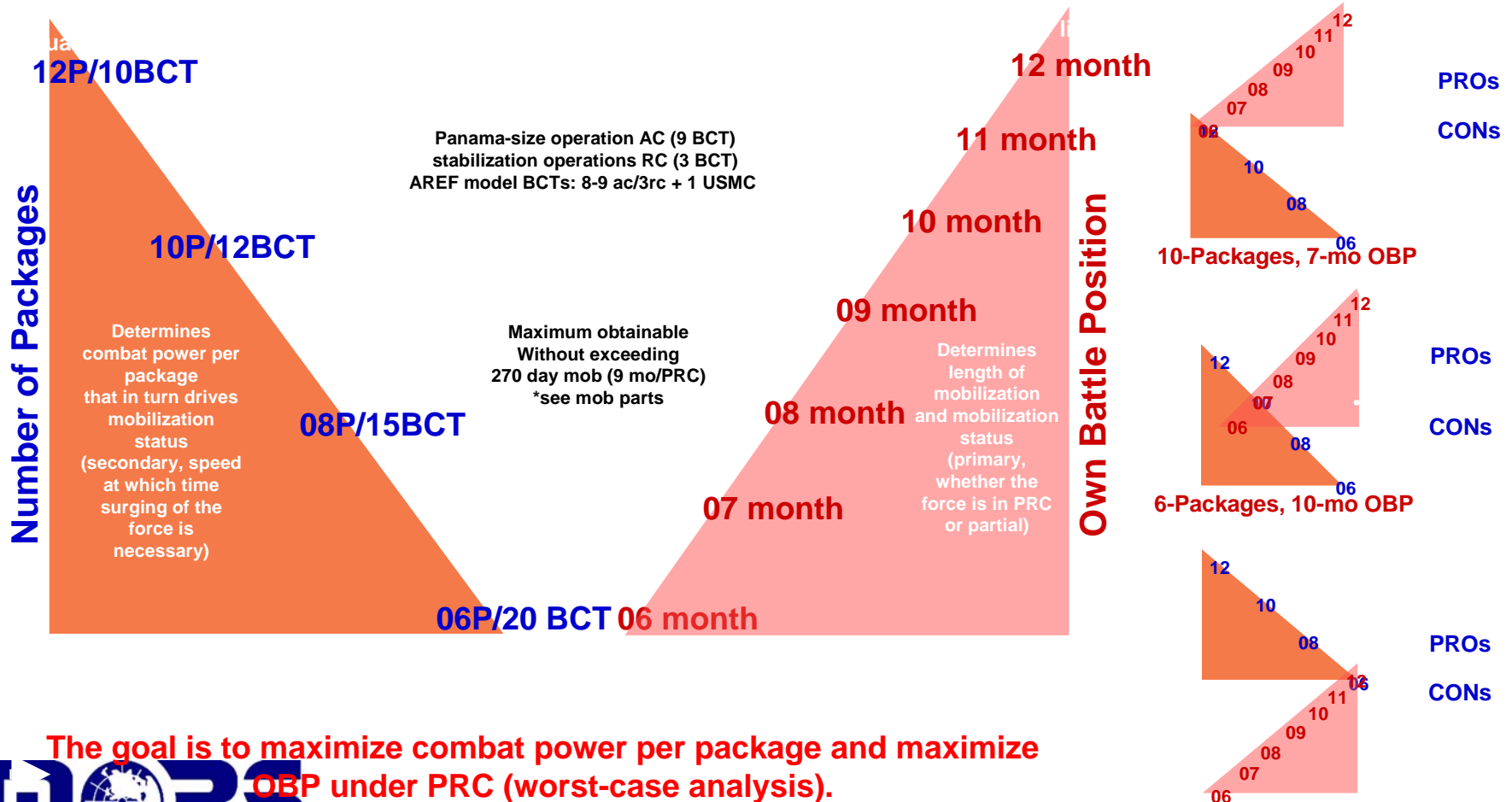
To meet BOG effective mission time, or how long a unit owns the battle position, requires more BOG time to allow for the battle-hand off. This total BOG time is our definition of BOG, causes spikes in theater strength, and is the basis for lifecycle calculations. The “required” spike in theater eliminates heel-to-toe concept of rotations.

This overlap, both in and out of theater, is the cost to the OSD/DA of doing business. It is no different from the costs incurred by business’ doing shift changes.

Army Reserve Expeditionary Force: Design Process Ratios and What that Means *(see Package Analysis Briefing)*

A ratio is the product of the relationship between the number of packages and Own Battle Position (OBP).

$$10 \text{ (\# rotations)} \times 7 \text{ (OBP)} = 70 \text{ months} / 12 \text{ months} = 5 \text{ years } 10 \text{ months}$$



The goal is to maximize combat power per package and maximize OBP under PRC (worst-case analysis).

Army Reserve Expeditionary Force: Design Process

The **parameters (in red)** of any expeditionary model



ARMY RESERVE Expeditionary Package Calculators

TRAINING SOLDIERS AND GROWING LEADERS

• Supporting Reports Menu

Reception, Staging, Onward Movement & Integration (RSOI): Begins during Deploy from HS and ends Prior to RIPTOA.

Latest Arrival Date (LAD).

Relief in Place - Transfer of Authority (RIP TOA).

Number of AREPs : 10

Enter OBP Required : 208

BOG Days : 215

Mob Days : 263

Enter Starting OBP Date : 01-Sep-05

Enter Deploy from HS : 10

PostMob Training : 0

Enter in Theater Overlap : 7

Enter ReDeploy to HS : 10

Enter Outprocessing HS : 7

Leave at HS : 21

* Partial Days are Paid.

Auto Calculate OBP for: 5 Years 6 Years

Use a Surge? No

Required Load Date (RLD)

Num of Rotations to display: 2

Print Variables

Preview Phase Detail Schedule Report

Preview Deployment Report

Preview Phase Schedule Report

Preview SRC Analysis Report

Quit

Version : 2.0

Timing Interval :	Cycle Time	Dwell Time
Active Army	2 years, 11 months	2 years, 4 months
Army Reserve	5 years, 9 months	5 years

Army Reserve Expeditionary Force: Design Process Phase Schedule Report

Phase Schedule Report

Shows time frame for each
phase by package.

Phase length is based on
OBP.

Phase Schedule Report

AREP 1 - 1st Rotation / OBP 208 Days / MOB 263 Days - 10 AREPS

Reconstitute (208)	7/17/2000	2/9/2001
Reconstitute (208)	2/10/2001	9/5/2001
Collective Train (208)	9/6/2001	4/1/2002
Collective Train (208)	4/2/2002	10/26/2002
Collective Train (208)	10/27/2002	5/22/2003
Individual Train (208)	5/23/2003	12/16/2003
Certification (208)	12/17/2003	7/11/2004
Validation (208)	7/12/2004	2/4/2005
Ready (208)	2/5/2005	8/31/2005
Deploy (208)	9/1/2005	3/27/2006
Reconstitute (208)	3/28/2006	10/21/2006
Reconstitute (208)	10/22/2006	5/17/2007
Collective Train (208)	5/18/2007	12/11/2007
Collective Train (208)	12/12/2007	7/6/2008
Collective Train (208)	7/7/2008	1/30/2009
Individual Train (208)	1/31/2009	8/26/2009
Certification (208)	8/27/2009	3/22/2010
Validation (208)	3/23/2010	10/16/2010
Ready (208)	10/17/2010	5/12/2011

AREP 2 - 1st Rotation / OBP 208 Days / MOB 263 Days - 10 AREPS

Reconstitute (208)	2/10/2001	9/5/2001
Reconstitute (208)	9/6/2001	4/1/2002
Collective Train (208)	4/2/2002	10/26/2002
Collective Train (208)	10/27/2002	5/22/2003
Collective Train (208)	5/23/2003	12/16/2003
Individual Train (208)	12/17/2003	7/11/2004
Certification (208)	7/12/2004	2/4/2005
Validation (208)	2/5/2005	8/31/2005

Army Reserve Expeditionary Force: Design Process Deployment Report

Deployment Report

Shows
mobilization/deployment
time frame for packages.

Length is based on OBP
plus all other necessary
activities.

Based on natural
relationship, post-
mobilization training (if
used) should link AC/RC
package elements.

Deployment Report

AREP 1 - 1st Rotation / OBP 208 Days / MOB 256
Days - 10 AREPS

MOB Date	8/15/2005	
Deploy from HS	8/15/2005	8/24/2005
Post Mob Training	N/A	N/A
In Theatre Overlap	8/25/2005	8/31/2005
OBP	9/1/2005	3/27/2006
In Theatre Overlap	3/21/2006	3/27/2006
Redeploy	3/28/2006	4/6/2006
Leave	4/7/2006	4/27/2006
Outprocessing	4/28/2006	5/4/2006
DeMob	5/4/2006	

AREP 2 - 1st Rotation / OBP 208 Days / MOB 256
Days - 10 AREPS

MOB Date	3/11/2006	
Deploy from HS	3/11/2006	3/20/2006
Post Mob Training	N/A	N/A
In Theatre Overlap	3/21/2006	3/27/2006
OBP	3/28/2006	10/21/2006
In Theatre Overlap	10/15/2006	10/21/2006
Redeploy	10/22/2006	10/31/2006
Leave	11/1/2006	11/21/2006
Outprocessing	11/22/2006	11/28/2006
DeMob	11/28/2006	

AREP 3 - 1st Rotation / OBP 208 Days / MOB 256
Days - 10 AREPS

MOB Date	10/5/2006	
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Validation Point

Army Reserve Expeditionary Force: Design Process Phase Detail Schedule Report

Phase Detail Schedule Report

shows the
mobilization on
phases.

ows in detail
cost to the
rotational
the impact on
her side of a
ment.

Phase Detail Schedule Report

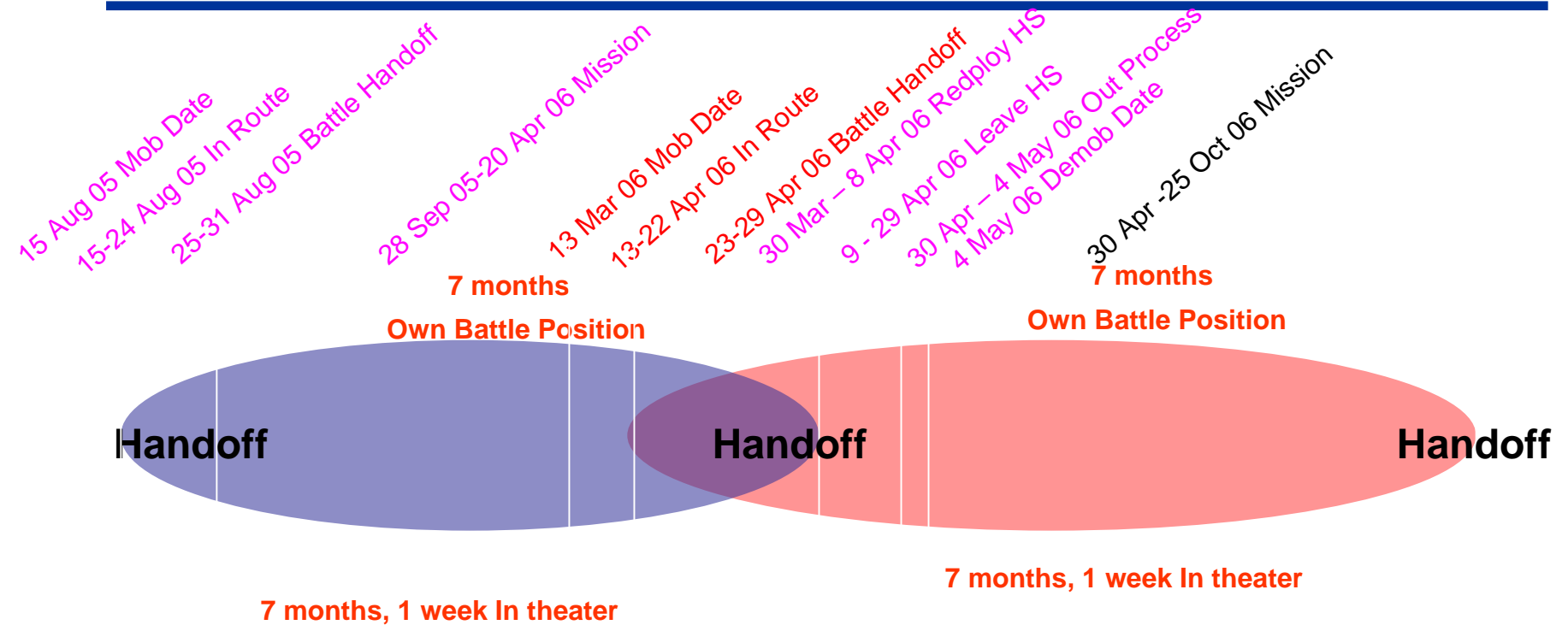
AREP 1 - 1st Rotation / OBP 208 Days / MOB 263 Days - 10 AREPS

Reconstitute (170)*	8/24/2000	2/9/2001
Reconstitute (208)	2/10/2001	9/5/2001
Collective Train (208)	9/6/2001	4/1/2002
Collective Train (208)	4/2/2002	10/28/2002
Collective Train (208)	10/27/2002	5/22/2003
Individual Train (208)	5/23/2003	12/16/2003
Validation (208)	12/17/2003	7/11/2004
Certification (208)	7/12/2004	2/4/2005
Ready (191)**	2/5/2005	8/14/2005
Deploy (263)	8/15/2005	5/4/2006
Post Mob Training (0). Occurs during previous Ready.	8/15/2005	8/15/2005
Deploy From HS (10). Occurs during previous Ready.	8/15/2005	8/24/2005
Overlap (7). Occurs during previous Ready.	8/25/2005	8/31/2005
OBP (208)	9/1/2005	3/27/2006
Overlap (while OBP) (7). Occurs during following Recon.	3/2/2006	3/27/2006
Deploy To HS (10). Occurs during following Recon.	3/28/2006	4/6/2006
Outprocessing (7). Occurs during following Recon.	4/7/2006	4/13/2006
Leave (21). Occurs during following Recon.	4/14/2006	5/4/2006
Reconstitute (170)*	5/5/2006	10/21/2006
Reconstitute (208)	10/22/2006	5/17/2007
Collective Train (208)	5/18/2007	12/11/2007
Collective Train (208)	12/12/2007	7/6/2008
Collective Train (208)	7/7/2008	1/30/2009
Individual Train (208)	1/31/2009	8/26/2009
Validation (208)	8/27/2009	3/22/2010
Certification (208)	3/23/2010	10/16/2010
Ready (191)**	10/17/2010	4/25/2011

* The unit is in Recon for 208 days. The personnel are only available for 170 days.
** Unit is on MOB order for part of Ready period if known deployment.

Army Reserve Expeditionary Force: Design Process

How it Works: 2 AREP Timeline Detail (9mo Mob/7mo BOG)



263 Days (PRC)

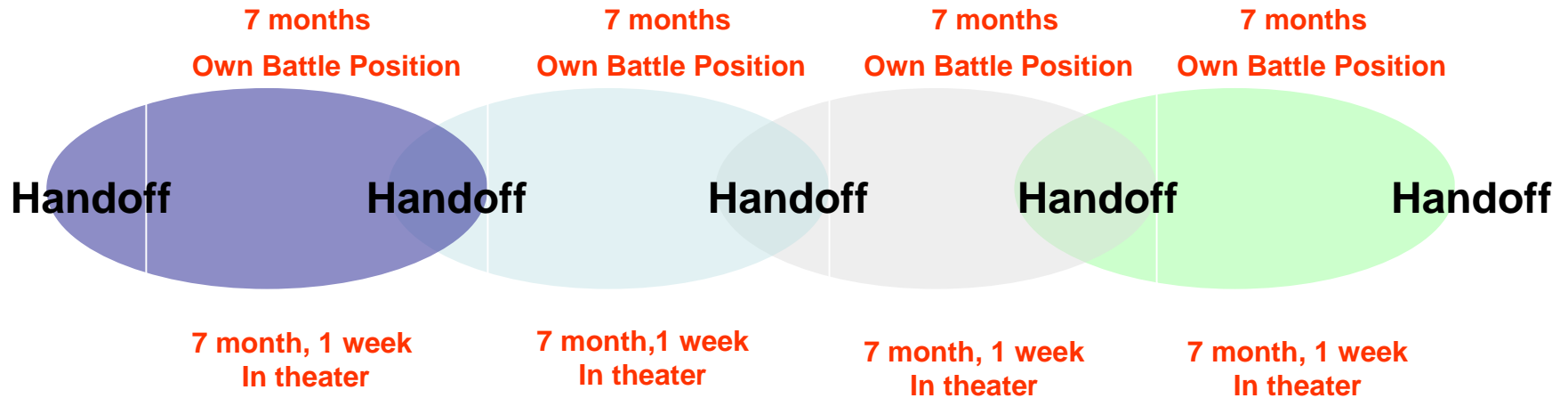
-10 deployment
 -7 day In theater overlap
 -10 redeployment
 -22.5 Leave
 -5 day Outprocessing

-54.5 days

210 available for mission

Army Reserve Expeditionary Force: Design Process

Battle Handoff versus Heal to Toe



To meet the original DA concept of 6-months effective mission time requires more than 6-months BOG (extended operations to allow for the battle-hand off and calendar alignment). In all cases this will be greater than the 6-months (in this case 1 month, 1 week).

This is the cost to the Army and sets the rotation cycle.

-10 deployment
-7 day In theater overlap
-10 redeployment
-22.5 Leave
-5 day Outprocessing

-54.5 days

215 available for mission

(7 month, 1 week in theater)

**Army Reserve Expeditionary Force:
6 Packages/6 month OBP/8 month MOB**

20 BCT

PRC

RC 3 year, 0 month

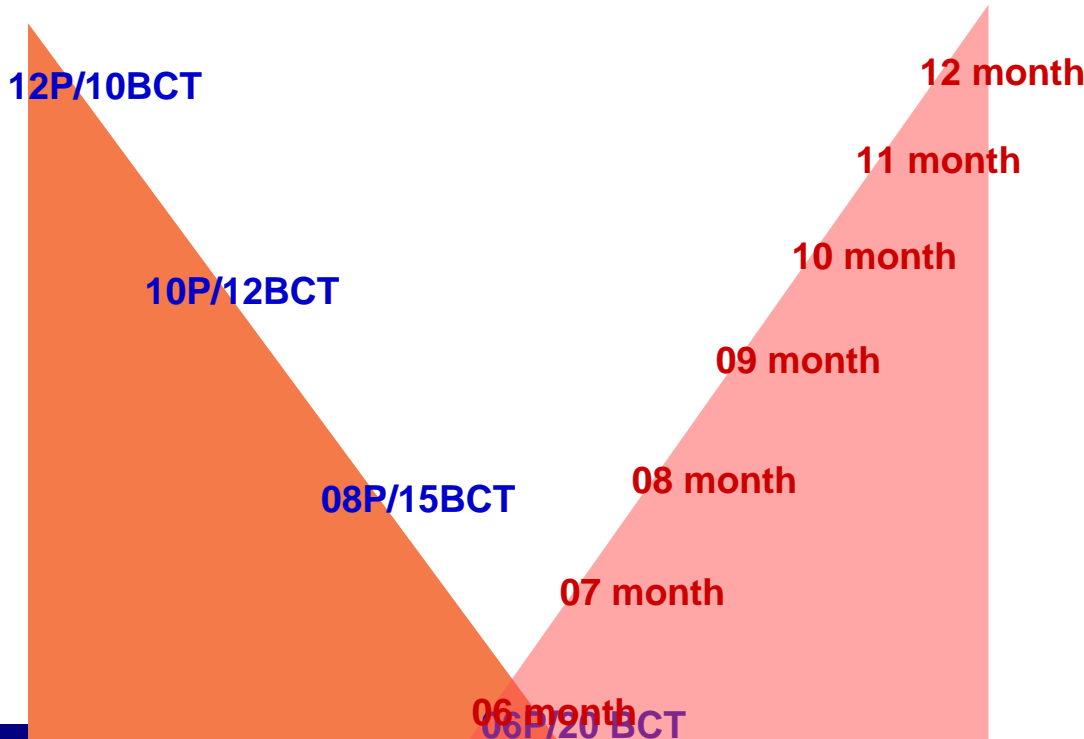
AC 1 year, 6 month

PRO

- PRC
- Maximum Combat power (reduces surge occurrence)
- Maximum effective BOG
- Modularity (the less a force is divided the lower the leadership overhead)

CON

- Too short AC cycle
- Too short RC cycle
- Cost of training more combat power than is needed
- Does not meet OSD 1:6 ratio



**Army Reserve Expeditionary Force:
6 Packages/7 month OBP/9 month MOB**

20 BCT

PRC

RC 3 year, 6 month

AC 1 year, 9 month

12P/10BCT

10P/12BCT

08P/15BCT

07 month
06P/20 BCT

12 month

11 month

10 month

09 month

08 month

06 month

PRO

- PRC
- Maximum Combat power (reduces surge occurrence)
- Effective BOG
- Modularity (the less a force is divided the lower the leadership overhead)

CON

- Too short AC cycle
- Too short RC cycle
- Cost of training more combat power than is needed
- Does not meet OSD 1:6 ratio

**Army Reserve Expeditionary Force:
6 Packages/10 month OBP/12 month MOB**

12P/10BCT

20 BCT

Partial

RC 5 year, 0 month

AC 2 year, 6 month

10P/12BCT

08P/15BCT

12 month

11 month

10 month

06P/20 BCT

09 month

08 month

07 month

06 month

PRO

- Maximum Combat power (reduces surge occurrence)
- Modularity (the less a force is divided the lower the leadership overhead)

CON

- Requires Partial Mobilization Authority
- Too short AC cycle
- Too short RC cycle
- Cost of training more combat power than is needed
- Does not meet OSD 1:6 ratio
- Less than optimal BOG

12P/10BCT

Army Reserve Expeditionary Force:
6 Packages/12 month OBP/15 month MOB

10P/12BCT

20 BCT

Partial

RC 6 year, 1 month

AC 3 year, 0 month

08P/15BCT

12 month
06P/20 BCT

11 month

10 month

09 month

08 month

07 month

06 month

PRO

- Maximum Combat power (reduces surge occurrence)
- Modularity (the less a force is divided the lower the leadership overhead)
- Adequate AC cycle
- Adequate RC cycle
- Meets OSD 1:6 ratio

CON

- Requires Partial Mobilization Authority
- Cost of training more combat power than is needed
- Less than optimal BOG

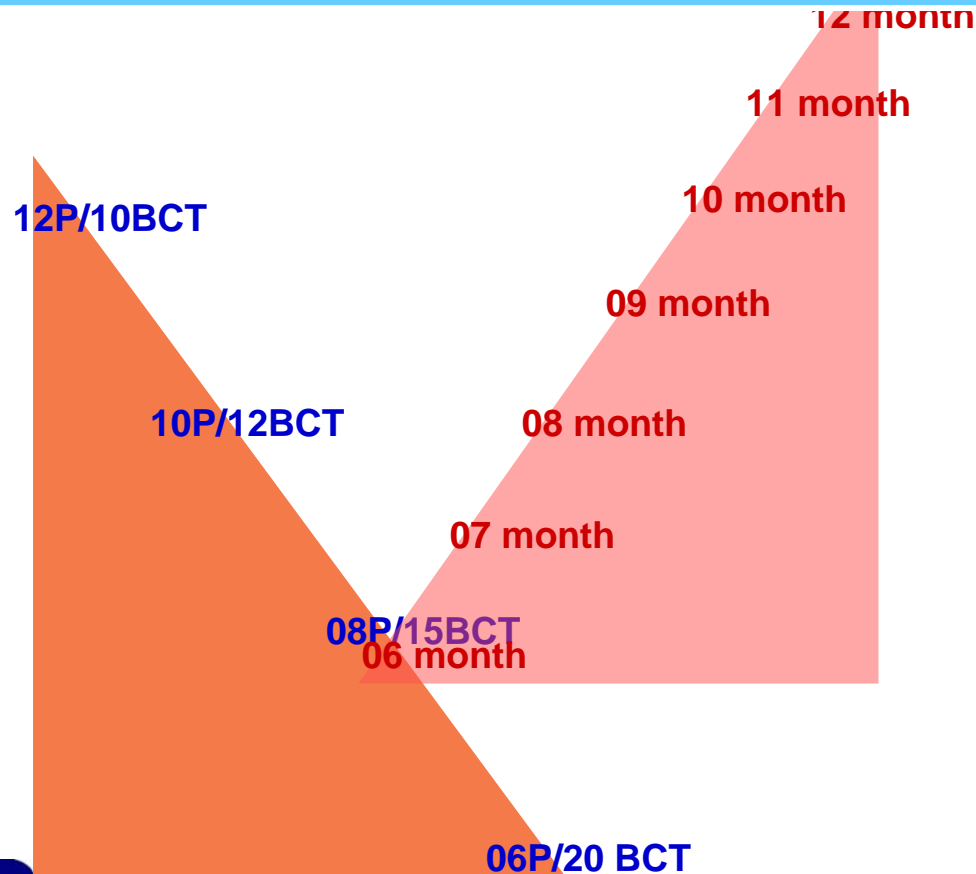
**Army Reserve Expeditionary Force:
8 Packages/6 month OBP/8 month MOB**

15 BCT

PRC

RC 4 year, 0 month

AC 2 year, 0 month



PRO

- PRC
- Significant Combat power (reduces surge occurrence)
- Maximum effective BOG
- Modularity (the less a force is divided the lower the leadership overhead)

CON

- Too short AC cycle
- Too short RC cycle
- Cost of training more combat power than is needed
- Does not meet OSD 1:6 ratio

**Army Reserve Expeditionary Force:
8 Packages/7 month OBP/9 month MOB**

15 BCT

PRC

RC 4 year, 8 month

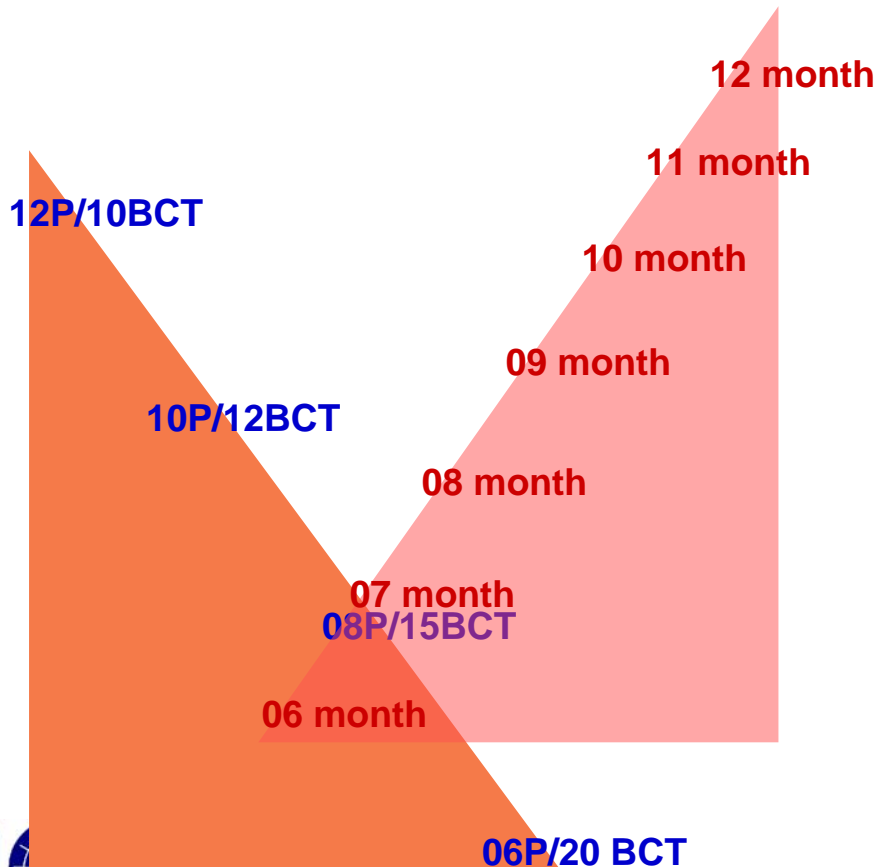
AC 2 year, 4 month

PRO

- PRC
- Significant Combat power (reduces surge occurrence)
- Effective BOG
- Modularity (the less a force is divided the lower the leadership overhead)

CON

- Too short AC cycle
- Too short RC cycle
- Cost of training more combat power than is needed
- Does not meet OSD 1:6 ratio



**Army Reserve Expeditionary Force:
8 Packages/10 month OBP/12 month MOB**

15 BCT

Partial

RC 6 year, 8 month

AC 3 year, 4 month

12P/10BCT

10P/12BCT

12 month

11 month

10 month

08P/15BCT

09 month

08 month

06P/20 BCT

07 month

06 month

PRO

- Significant Combat power (reduces surge occurrence)
- Modularity (the less a force is divided the lower the leadership overhead)
- Adequate AC cycle
- Meets OSD 1:6 ratio

CON

- Requires Partial Mobilization Authority
- Cost of training more combat power than is needed
- RC Cycle too long for recruiting contracts

**Army Reserve Expeditionary Force:
8 Packages/12 month OBP/15 month MOB**

12P/10BCT

15 BCT

Partial

RC 8 year, 1 month

AC 4 year, 0 month

10P/12BCT

PRO

- Significant Combat power (reduces surge occurrence)
- Modularity (the less a force is divided the lower the leadership overhead)
- Adequate AC cycle
- Meets OSD 1:6 ratio

**12 month
08P/15BCT**

11 month

10 month

06P/20 BCT

09 month

CON

- Requires Partial Mobilization Authority
- Cost of training more combat power than is needed
- RC Cycle too long for recruiting contracts

08 month

07 month

06 month

**Army Reserve Expeditionary Force:
10 Packages/6 month OBP/8 month MOB**

12 month

12 BCT

PRC

RC 5 year, 0 month

AC 2 year, 6 month

10 month

09 month

08 month

07 month

12P/10BCT

10P/12BCT
06 month

08P/15BCT

06P/20 BCT

PRO

- PRC
- Adequate Combat power (reduces surge occurrence)
- Maximum effective BOG
- Most effective economic cost of Combat power

CON

- Too short AC cycle
- Too short RC cycle
- Modularity (the more a force is divided the higher the leadership overhead)
- Does not meet OSD 1:6 ratio

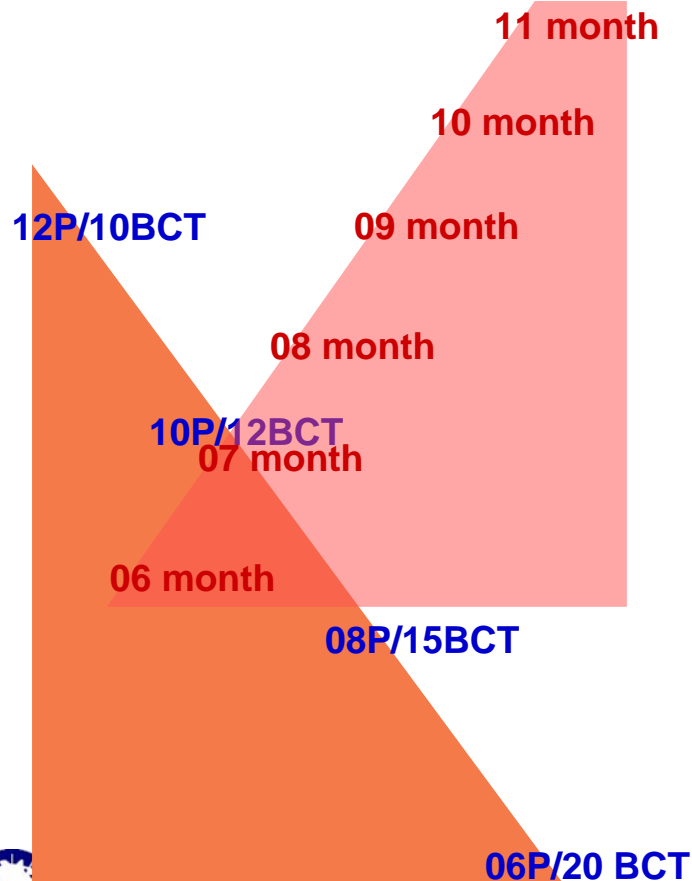
**Army Reserve Expeditionary Force:
10 Packages/7 month OBP/9 month MOB**

12 BCT

PRC

RC 5 year, 10 month

AC 2 year, 11 month



PRO

- PRC
- Adequate Combat power (reduces surge occurrence)
- Effective BOG
- Most effective economic cost of Combat power
- Almost meets RC cycle
- Almost meets AC cycle
- Almost meets OSD 1:6 ratio

CON

- Modularity (the more a force is divided the higher the leadership overhead)

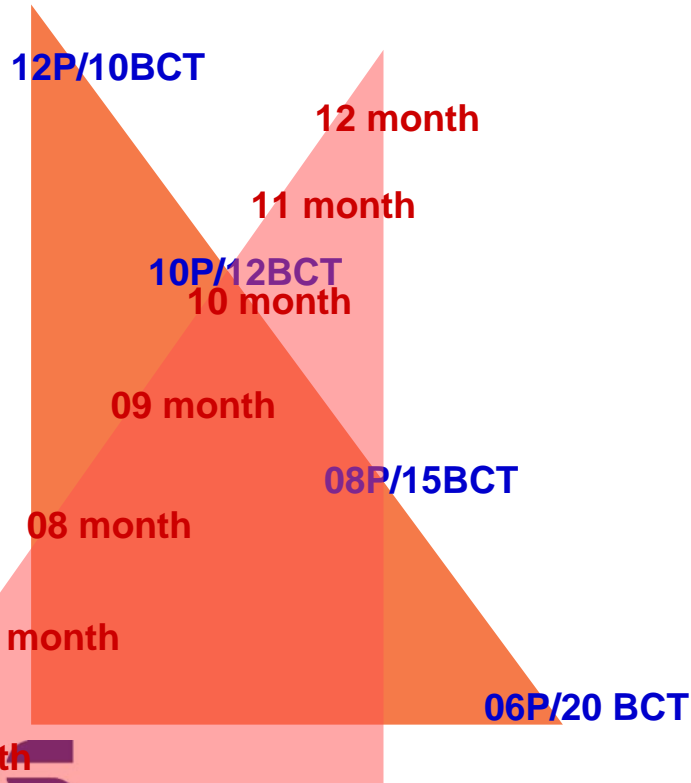
**Army Reserve Expeditionary Force:
10 Packages/10 month OBP/12 month MOB**

12 BCT

Partial

RC 8 year, 3 month

AC 4 year, 2 month



PRO

- Adequate Combat power (reduces surge occurrence)
- Most effective economic cost of Combat power
- Adequate AC cycle
- Meets OSD 1:6 ratio

CON

- Requires Partial Mobilization Authority
- RC Cycle too long for recruiting contracts
- Modularity (the more a force is divided the higher the leadership overhead)

Army Reserve Expeditionary Force:
10 Packages/12 month OBP/15 month MOB

12 BCT

Partial

RC 10 year, 1 month

AC 5 year, 0 month

12P/10BCT

12 month
10P/12BCT

11 month

10 month

08P/15BCT

09 month

08 month

06P/20 BCT

07 month

06 month

PRO

- Adequate Combat power (reduces surge occurrence)
- Most effective economic cost of Combat power
- Adequate AC cycle
- Meets OSD 1:6 ratio

CON

- Requires Partial Mobilization Authority
- RC Cycle too long for recruiting contracts
- Modularity (the more a force is divided the higher the leadership overhead)

12 month

Army Reserve Expeditionary Force:
12 Packages/6 month OBP/8 month MOB

10 month

09 month

10 BCT

PRC

RC 6 year, 0 month

AC 3 year, 0 month

08 month

07 month

12P/10BCT
06 month

10P/12BCT

08P/15BCT

06P/20 BCT

PRO

- PRC
- Maximum effective BOG
- Economic cost of Combat power during Steady State
- Almost meets OSD 1:6 ratio
- Adequate AC cycle
- Adequate RC cycle

CON

- Minimum Acceptable Combat power (increases surge occurrence and less flexibility to meet 4-2-1)
- Modularity (the more a force is divided the higher the leadership overhead)

**Army Reserve Expeditionary Force:
12 Packages/7 month OBP/9 month MOB**

11 month

10 BCT

PRC

RC 7 year, 0 month

AC 3 year, 6 month

09 month

08 month

12P/10BCT
07 month

06 month

10P/12BCT

08P/15BCT

06P/20 BCT

PRO

- PRC
- Effective BOG
- Economic cost of Combat power
- Adequate AC cycle
- Meets OSD 1:6 ratio

CON

- Minimum Acceptable Combat power (increases surge occurrence and less flexibility to meet 4-2-1)
- RC Cycle too long for recruiting contracts
- Modularity (the more a force is divided the higher the leadership overhead)

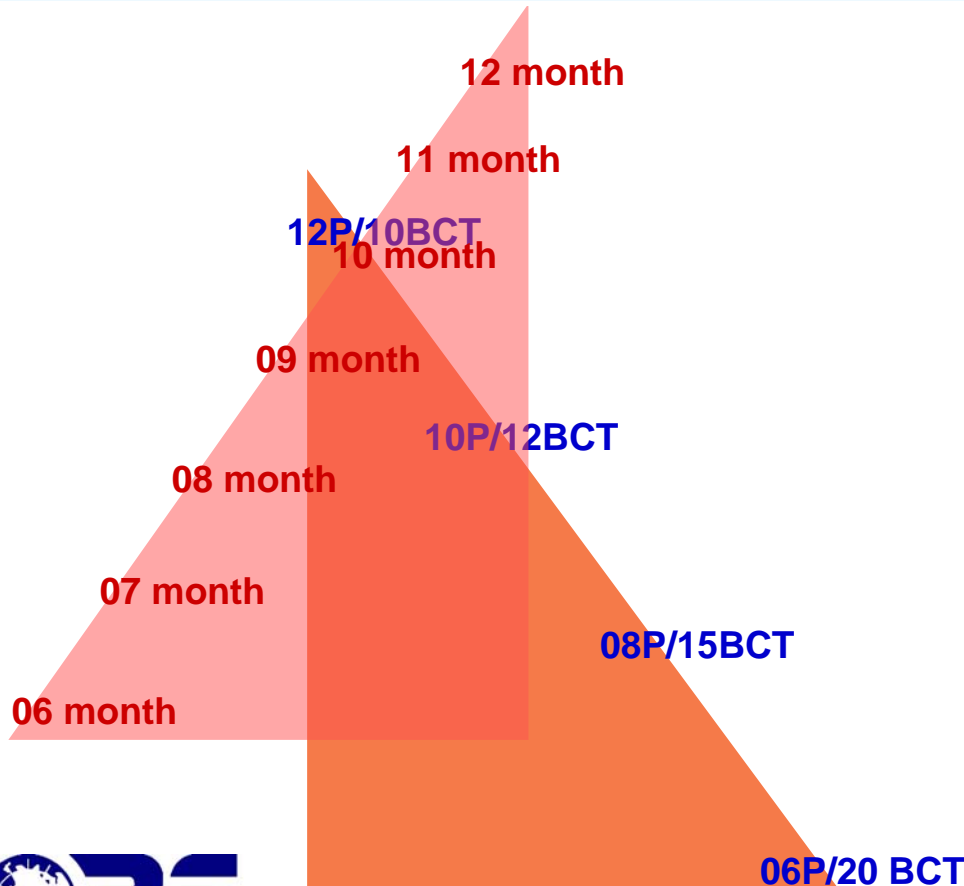
**Army Reserve Expeditionary Force:
12 Packages/10 month OBP/12 month MOB**

10 BCT

Partial

RC 9 year, 11 month

AC 5 year, 0 month



PRO

- Economic cost of Combat power
- Adequate AC cycle
- Meets OSD 1:6 ratio

CON

- Requires Partial Mobilization Authority
- Minimum Acceptable Combat power (increases surge occurrence and less flexibility to meet 4-2-1)
- RC Cycle too long for recruiting contracts
- Modularity (the more a force is divided the higher the leadership overhead)

**Army Reserve Expeditionary Force:
12Packages/12 month OBP/15 month MOB**

10 BCT

Partial

RC 12 year, 1 month

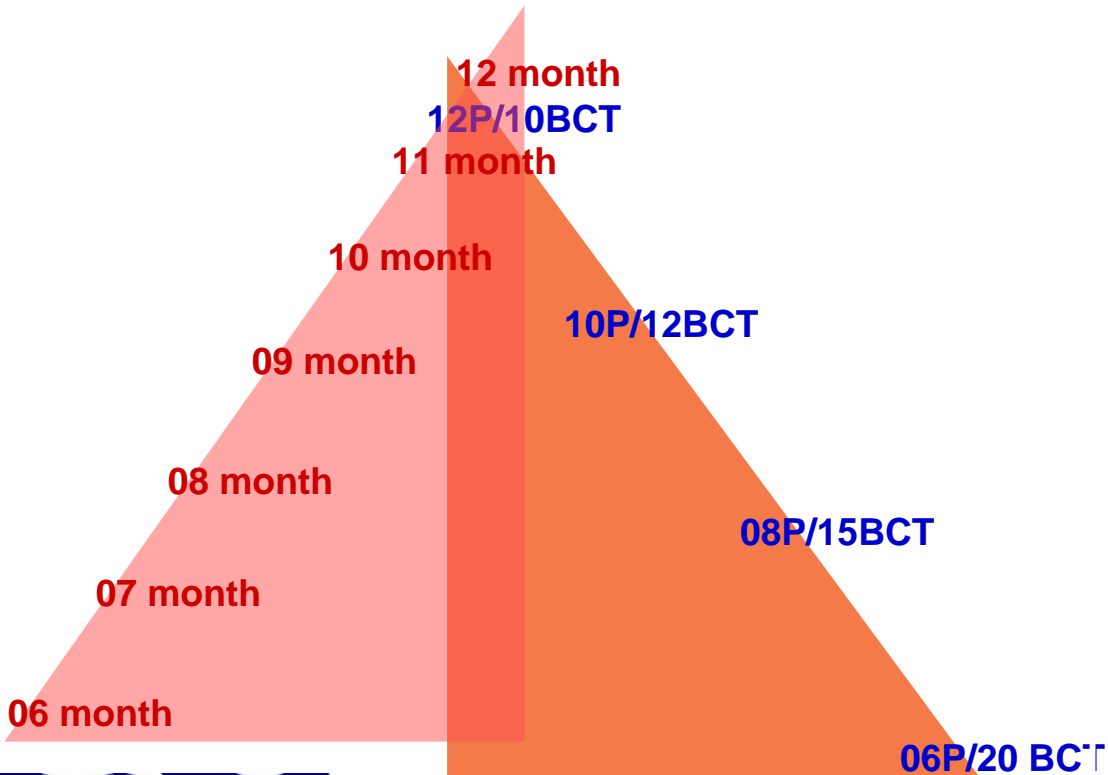
AC 6 year, 0 month

PRO

- Economic cost of Combat power
- Adequate AC cycle
- Meets OSD 1:6 ratio

CON

- Requires Partial Mobilization Authority
- Minimum Acceptable Combat power (increases surge occurrence and less flexibility to meet 4-2-1)
- RC Cycle too long for recruiting contracts
- Modularity (the more a force is divided the higher the leadership overhead)



Adapting the Institutional Army

Institutional Army - organizations and activities that generate and sustain trained and ready forces to meet the requirements of the National Military Strategy and support the Unified Combatant Commanders in the performance of the full spectrum of military operations.

"55 on 40" Issue

- Multiple regional headquarters
...duplication of functions

- Army processes synchronized to maximize output

- Institution to meet combined arms/joint training requirements of the modular/joint/coalition force

- Designs of similar organizations for functional Army

- Leverage joint capabilities - reduce Service costs

- Improve accountability of contract support

- Integrate IA MOB/DMOB enterprise information system for a common operating picture (COP) with Visibility for MOB/DEMOB operations

- Total Life Cycle Management end-to-end visibility

- Imbalance between components for strategic setting - OPTEMPO

- HQ/MACOM structure (Title 10 functions) to support modularity-transformation

HQDA

Operations and Policy

MACOMs

ARFORGEN/UEy/UEx

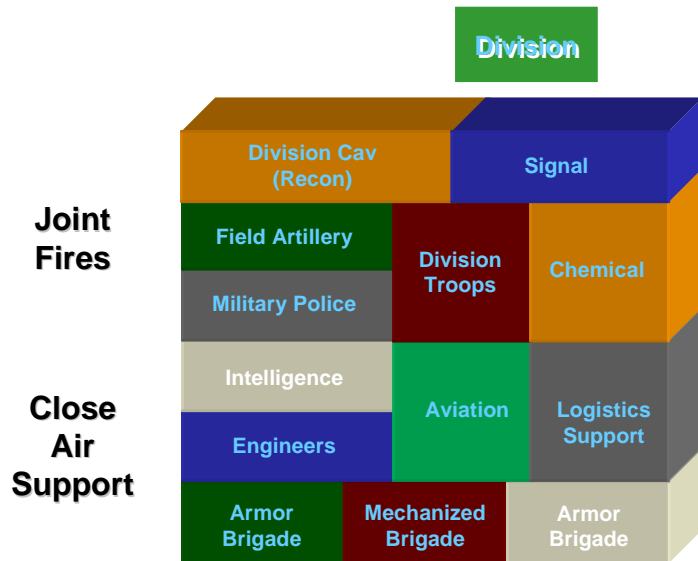
Top Ten Issues

Functional Teams

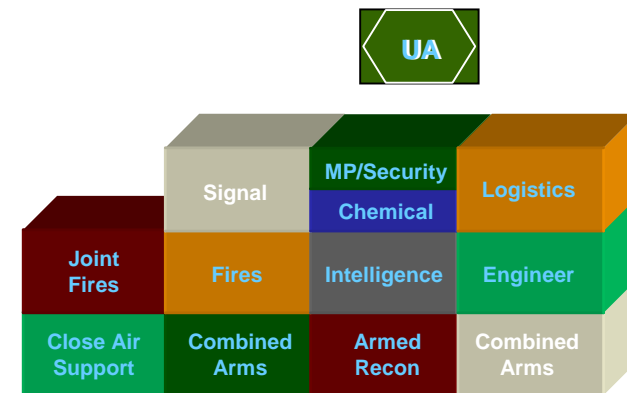
Main Effort: Synchronize the Institutional Army to the ARFORGEN Model

Army Modular Force – UEx

An Army based around large, powerful, fixed organizations



To an Army designed around smaller, self-contained organizations



... Supported by modular multi-functional UAs



- Sust – Sustain Bde (8)
- ME – Maneuver Enhancement Bde (3)
- TO - Theater Opening Plug (2)
- TD – Theater Distribution Plug (3)
- TSC – Theater Sustainment Command (1)
- DCP – Deployable Command Post (4-6)
- TMPC – Military Police Command (1)
- TNC – theater network Command (2)

Army Campaign Plan

Increase Capability for a Wide Range of Missions

Relieve the
Stress

Optimize the
Capabilities

Redesign the
Organization

Redefine the
Culture

Objectives

- *Support Global Operations*
- *Adapt and Improve Total Army Capabilities*
- *Optimize Reserve Component Contributions*
- *Sustain Right All Volunteer Force*
- *Adjust Global Footprint*
- *Build the Future Force*
- *Adapt Institutional Army*
- *Develop Joint, Interdependent Logistics Structure*

Stabilize

Rebalance

Modular

Warrior

Joint & Expeditionary Army with Campaign Capabilities

-
- **The Available Force Pool is defined to apply to AC and RC equally and units enter the available window for a period of 1 year. The Available Force Pool contains Deployable Expeditionary Forces (DEFs) that are currently employed for some operational mission plus units that have completed 2 years in the Ready Force Pool (assuming the 6 year RC cycle).**

The Ready Force Pool is defined to apply equally to AC and RC units that are Ready for some level of full spectrum operations, but have not been 'tagged' for any specific mission (eg DEF) or identified for some specific contingency plan (eg CEF) mission. (Plans call for units to be in this pool for approximately 2 years)

The Reset/Train Force Pool is defined to apply equally to AC and RC and units enter this upon either expiration of 1 year in Available Force Pool or upon a demobilization which started during the Available Force Pool window. Units which were not employed/mobilized are expected to require less than the fully available reset time and if operations require their capability, then these units may be sourced to meet a contingency while they are in the Reset window.

Example 1: Under the ARFORGEN steady state scenario an RC unit such as the 111 QM Tac Water Distribution Company would plan to spend 1 year in the Available Force Pool. If that unit is not used, it will transition to the Reset Force Pool with a planned length of 3 years however as soon as it completes reset and has attained "platoon level proficiency" then it is expected to transition to the Ready Force Pool at this milestone and to remain in the Ready Force Pool until its planned transition into the Available Force Pool at the end of the 5th year in the 6 year cycle. If however, the SRC is short capability the 111 QM Tac Water Distribution Company can be sourced out of the Reset/Train Force Pool on no notice.

Example 2: Under the ARFORGEN surge scenario an RC unit such as the 111 QM Tac Water Distribution Company would plan to spend 1 year in the Available Force Pool. Regardless of whether it is mobilized or not it is expected to complete Reset/Train and has attained "platoon level proficiency" as quickly as possible and to remain in the Ready Force Pool until needed or until it reaches the end of the 5th year in the 6 year cycle. The 111 QM Tac Water Distribution Company will be sourced as often as is required by OPTEMPO.